Headquarters
Department of the Army
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(date)

Department of the Army
Regulation 608-XXXX

Effective _____

Personal Affairs

Army Family Team Building Program

History: This publication is a new Department of the Army regulation.

Summary: This regulation provides guidance for the establishment and administration of an Army Family Team Building (AFTB) family member readiness training program.

Applicability: This regulation applies to the Active Army, the Army National Guard, the U. S. Army Reserve, retirees, Department of the Army Civilian personnel, and the family members of each group.

Proponent and exception policy authority: The proponent of this regulation is the Assistant Chief of Staff for Installation Management (ACSIM). The ACSIM has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. Approval of exceptions is delegated to Commander, U. S. Army Community and Family Support Center (USACFSC).

Army management control process. This regulation contains management control provisions in accordance with AR 11-2, but does not contain checklists for conducting management control reviews. Alternative management control reviews are used to accomplish assessment of management controls. See Appendix H.

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the USACFSC Attn: CFSC-FP-T (AFTB), 4700 King Street, 4th Floor, Alexandria, VA 22302-4418.

Suggested improvements. Users of the regulation are invited to send comments and suggested improvements on DA Form 2028 (Recommended changes to Publications and Blank Forms) directly to Commander, U. S. Army Community and Family Support Center, ATTN: CFSC-FP –T (AFTB), 4700 King Street, Alexandria, Virginia 22302-4418.

Distribution. Distribution of this publication is made in accordance with the requirements on DA Form 12-09-E, block number 2362, intended for command levels A, B C, D and E of the Active Army, Army National Guard, and U.S. Army Reserve.

Chapter 1

Overview

1-1. Purpose

a.   AFTB is a global educational program whose primary objective is to improve the overall readiness of the force by teaching and promoting personal and family readiness through standardized, progressive, and sequential education of family members; however, the program can be used flexibly to meet the needs of the individual audience. Its purpose is to assist members of The Army to adapt to Army life, manage change, and accept challenges. It is to be implemented at Army installations and Army communities worldwide. It is not intended to displace existing programs for family members that provide mutual support, assistance, and communication but to enhance such programs as Army Community Service (ACS), the Army Family Action Plan (AFAP), mayoral programs, Better Opportunities for Single Soldiers (BOSS), Operation Ready (OPREADY), Family Life Programs, and Family Readiness Groups (FRGs) in units.

b.   AFTB plays an integral part in the family programs of The Army. Such programs emphasize military and personal preparedness. They outline commanders' responsibilities to ensure assistance in establishing and maintaining the highest possible level of readiness (AR 600-20 Army Command Policy).

c. This regulation addresses the family of the AFTB program. The intent is to outline policy, responsibilities, and program description.

1-2. References

Required and related publications, prescribed and referenced forms are listed in Appendix A.

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the Glossary.

1-4. Authority

a. The AFTB program policy letter issued on 16 December 1994, signed by the Chief of Staff of the Army (CSA) and the Sergeant Major of the Army (SMA) announced AFTB as an official Army program (Appendix B).

b. In a memorandum dated 17 April 1996, the CSA endorsed AFTB as the primary Army program promoting self-reliance through education (Appendix C).

c. To date, there are no legislative directives for the AFTB program.

1-5. Background

Army Family Team Building is a direct result of lessons learned from Operation Desert Shield and Desert Storm. A brief chronological history is at Appendix D.

1-6. Philosophy

   a. The principles of partnership, wellness, and a sense of community (as identified by the CSA in the White paper, "The Army Family", on 15 August 1983), have been the hallmarks in the relationship of the Army with its families.

   b. Feedback from Army spouses, Active and Reserves, indicated a need for education promoting self-reliance for all The Army that reaches young Army spouses, spouses new to the Army, as well as those with experience in the Army lifestyle.

   c. Based on that feedback, AFTB was developed and has evolved as the Army's primary program to meet the educational needs of Army spouses and family members, and provide them with the skills and knowledge to enhance family readiness.

   d. The basic philosophy of AFTB is the belief that individuals can function at a high level in any situation with minimal outside support when they have been appropriately trained. The training will be conducted by trained AFTB volunteers.

   e. The AFTB mission is to educate and train The Army in knowledge, skills, and behaviors designed to prepare Army families to move successfully into the future.

1-7. Eligibility

   a. Family members of the Active Army, Army National Guard (ARNG), United States Army Reserve (USAR), Department of Army Civilians (DACs), and retirees

are eligible to participate in the AFTB program. Family members are the primary target audience.

   b. Soldiers of the active Army, USAR, ARNG, and retirees are eligible to participate in the AFTB program.

   c. Department of Army Civilians (DACs) and other paid AFTB program personnel (to include contractors) are eligible to participate in the AFTB program.

   d. Parents and significant others of soldiers are invited to participate in local AFTB programs.

   e. Sister service military ID card holders are eligible to participate on a space available service-funded basis.

   f. Other interested parties may participate in local AFTB programs on a space available basis.

1-8. General prohibitions against discrimination

No qualified disabled person will, on the basis of disability, be subjected to discrimination under AFTB, nor will they be excluded from participation in the AFTB program or otherwise denied any AFTB benefits. (See AR 600-7).

1-9.   AFTB Logo

The distinctive AFTB logo reflects the themes of commitment, support, and service of the Army family. The logo is at Figure 1-1.

1-10. Army Family Team Building Day

The AFTB program is a valuable asset in providing support to The Army and its families and enhancing unit combat readiness. To heighten program awareness, encourage command support, and recognize the outstanding contributions of its volunteers, the Chief of Staff, Army and Sergeant Major of the Army designated 16 December as the official "Army Family Team Building Day". The AFTB Day Proclamation is at Figure 1-2.

Figure 1-1. Army Family Team Building Logo

The three persons represent the millions of people in The Army--comprised of soldiers (Active, USAR, and ARNG), Army civilians, retirees and all their family members. These people stand in the shadow of the American flag expressing their willingness to serve the Nation. The bald eagle, symbol of the United States of America and its Army, serves as the focal point of the logo. The eagle pauses in its flight for freedom to offer all the golden key to unit/agency and family readiness: Army Family Team Building. The double bands encircling the logo depict unity of family. The scroll grasped by the eagle's claws symbolizes the themes of commitment, support and service of the Army family. The golden wreath represents excellence in all achievements by The Army.

Figure 1-2. The AFTB Proclamation

CHAPTER 2

Oversight

Section I

Responsibilities

2-1. The Chief of Staff, Army (CSA) will --

Designate Army Family Team Building (AFTB) as a CSA program and will have total responsibility for the AFTB program.

2-2. The Vice Chief of Staff, Army (VCSA) will --

Serve as the overall coordinator of AFTB, as designated by the CSA.

2-3. The Assistant Chief of Staff for Installation Management (ACSIM) will --

Serve as the proponent of the AFTB program.

2-4. The Chief, National Guard Bureau (NGB) will --

   a. Through the Chief, National Guard Bureau Family Program, provide policy, guidance, technical assistance and consultation for the development and implementation of the National Guard Family Program within each State Area Command (STARC). See NGR 600-12/ANGR 211-1.

   b. Ensure AFTB is an integral and viable part of the NGB Family Program.

c. Determine and develop desired training for individuals responsible for the execution of family programs.

2-5. Chief, Army Reserve (CAR) will --

a. Through the USAR Family Readiness Office, provide policy, guidance, technical assistance and consultation for the successful development, implementation and maintenance of the USAR Family Readiness Program. (AR 600-20).

b. Ensure AFTB is an integral and viable part of the USAR Family Readiness Program.

c. Determine and develop desired training for individuals responsible for the execution of family programs.

2-6. Commander, U.S. Army Community and Family Support Center (USACFSC) will --

a. Implement and oversee the family member portion of AFTB at the direction of the CSA, VCSA and ACSIM.

b. Develop and review AFTB policy for the ACSIM.

c. Set professional standards for the operation of AFTB and the management and conduct of program volunteers.

d. Provide consultation and liaison with the USAR and ARNG to ensure integration of Reserve Component family issues.

e. Establish the AFTB Accreditation program per this regulation and DA

Pamphlet XXXX (Instructions for Implementing ACS, AFAP and AFTB Accreditation Programs). Use DA Form AAAA-E (AFTB Accreditation Report) and DA Form 7419 (ACS, AFAP and AFTB Accreditation Checklist) and DA Form BBBB-E (AFTB Accreditation Tally and Summary Sheet).

   f. Coordinate and submit AFTB resource requirements through budget channels.

   g. Ensure that local AFTB programs are developed based on their individual community needs and mission requirements.

   h. Disseminate program information through the MACOMs to their subordinate military communities.

   i. Evaluate the program by conducting a periodic needs and continuation assessment.

   j. Fund and conduct the following DA-sponsored training:

      (1) Master Trainer Courses

      (2) Senior Spouse Leadership Seminars

      (3) Core Volunteer Instructor Courses

      (4) Master Trainer Update/Professional Development Courses

      (5) AFTB Program Managers Course

      (6) Other courses developed to meet the needs of family members

   k. Determine MACOM allocations for DA-sponsored training.

   l. Develop criteria for attendance to DA-sponsored training.

   m. Prepare, process and distribute travel orders for all individuals selected to attend DA-sponsored training.

n. Develop, revise, reproduce and distribute family member training course material.

   o. Develop new incentive items.

   p. Encourage volunteer involvement at all levels.

2-7. The Judge Advocate General (TJAG) will –

Provide advice, instruction, guidance and assistance for legal aspects of AFTB.

2-8. Commanders, Major Army Commands

The commanders of major Army commands (MACOMS) are responsible for the management and operational supervision of their MACOM and subordinate military communities' AFTB programs. Through an appointed AFTB point of contact (POC), these commanders will, --

   a. Implement AFTB policy.

   b. Serve as a link between local AFTB programs and HQDA.

   c. Inform subordinate military communities of changes or revisions to the AFTB program.

   d. Ensure that installation AFTB program managers complete the DA Form CCCC-E (AFTB Quarterly Management Report) as directed by USACFSC (CFSC-FP-T).

   e. Execute the accreditation process per this regulation and DA Pamphlet XXXX (Instructions for Implementing ACS, AFAP and AFTB Accreditation

Programs). Complete DA Form AAAA-E, DA Form 7419 and DA Form BBBB-E.

Completion of these forms is considered a key management control.

f. Develop and issue supplemental AFTB program guidance as required.

g. Assess MACOM requirements for training and develop an allocation plan to meet the needs of its subordinate communities.

h. IAW established registration deadlines, select and forward registration forms for individuals selected to attend DA-sponsored AFTB trainings, meetings and workshops ensuring the forms are complete and legible.

i. Ensure each subordinate military community AFTB program manager completes and submits quarterly data using DA Form CCCC-E as directed by USACFSC. DA Form CCCC-E is located only on the AFTB link at http://armyfamilyteambuilding.org. All other AFTB forms, unless otherwise stated, are electronic and are available on the Army Electronic Library CD ROM and the USAPA web page.

j. Monitor and evaluate AFTB programs.

k.   Provide ongoing support to local subordinate military communities through consultation, information, networking opportunities and training.

l. Encourage volunteer involvement at all levels.

2-9. Commanders, Installation, Garrison, State Area Command (STARC), Regional Support Command (RSC) and Army Reserve Command (ARCOM).

Garrison, STARC, RSC and ARCOM commanders have been charged by the VCSA with overall responsibility to implement and sustain the family member portion of AFTB at the local level. These commanders will --

a. Appoint or select local AFTB program managers, paid and volunteer.

b. Ensure that AFTB personnel are aware of HQDA and MACOM resources allocated to support operations and services.

c. Create an environment in which family members are equal partners in the local design, development, implementation, sustainment and evaluation of the AFTB program.

d. Provide administrative and logistical support for the AFTB program such as office space, training space, office furniture, training supplies, telephone, computer, photocopy and telefax support.

e. Identify and support community needs and resourcing requirements to sustain an AFTB program, such as volunteer reimbursable expenses, childcare and volunteer recognition activities.

f. Support the AFTB accreditation process per this regulation and DA Pamphlet XXXX (Instructions for Implementing ACS, AFAP and AFTB Accreditation Programs).

g. Participate in AFTB functions whenever possible, or appoint a representative to do so.

h. Participate on the AFTB non-governing council or appoint a representative to do so. State Advisory Councils/Teams are in place under the State Family Program Office in most states/territories. An AFTB representative should be a

member of the council/team. Reserve Component commanders may incorporate AFTB into an existing advisory council at a state or regional level.

i. Ensure family member, soldier, civilian and retiree access to AFTB.

j. Ensure AFTB is included as part of the inprocessing information or classes provided for newly arriving soldiers, DA civilians and their families.

k. Serve as the approving official for candidates nominated for DA-sponsored training.

l. Ensure that the AFTB program is evaluated annually and that the program meets the communities' needs.

m. Encourage volunteer involvement at all levels.

2-10.   Local/Unit Community AFTB Program Managers (paid and non-paid)

 The program manager(s) will --

a. Be a DA-certified Master Trainer and will attend the AFTB Program Manager Course within one year of assuming the position.

b. Manage and implement the installation AFTB program as outlined in this regulation.

c. Assess the community to identify local demographics, target populations and determine needs by using a variety of methods such as surveys, customer feedback forms, training evaluations and focus groups.

d. Develop and update, on an annual basis, a five-year plan for the AFTB program.

e. Organize and coordinate an annual internal assessment and evaluation for the installation AFTB program to substantiate compliance with Army Standards. See paragraph 2-14.b.

f. Develop an AFTB action plan that outlines program goals and objectives.

g. Establish and serve on a non-governing council that will develop and sustain the AFTB program (see paragraph 2-11).

h. Prepare a Standing Operating Procedure (SOP) that outlines operating parameters of the non-governing council.

i. Develop and implement a marketing plan to increase community awareness of the program and increase program participation.

j. Design volunteer jobs in accordance with program objectives.

k. Secure logistical support.

l. Provide input in the development of an annual budget and effectively use resources as allocated.

m. Establish an annual training calendar and order training supplies six to eight weeks in advance.

n. Recruit and train volunteers to serve as master trainers, instructors and support staff.

o. Coordinate with military community support agency for supplies, training equipment, volunteer incentive items, certificates and other necessary resources to conduct successful AFTB training.

p. Manage candidates for DA- sponsored training:

(1) Establish a screening, interview and selection process for potential candidates.

(2) Inform nominees for DA-sponsored training of expectations and requirements (local and DA).

(3) Ensure registration forms for DA-sponsored training are complete, accurate, legible and submitted IAW established registration deadlines.

(4) Assist candidates with necessary arrangements to facilitate their participation in DA-sponsored training.

(5) Conduct followup upon completion of training and incorporate new materials, if applicable.

(6) Develop and manage an accountability system for those volunteers who have participated in DA-sponsored training.

q. Advocate on behalf of and represent the volunteers to the command.

r. Conduct regular internal program reviews to ensure community needs are being met.

s. Maintain effective communication with commanders and other community leaders on the progress and requirements of AFTB.

t. Encourage community demographic representation of volunteers at all levels.

Section II
Volunteer Roles and Responsibilities

2-11. Non-governing Council

   a. A non-governing council, such as an advisory council or steering committee, should be established to serve as a coordinating body for the local AFTB program and should represent, demographically, the community population.

   b. Its membership may include but not be limited to--

      (1) Garrison, RSC, STARC, ARCOM commander or representative.

      (2) AFTB Program Manager(s) (paid/non-paid)/Family Services Coordinator/Family Program Director/State Family Program Coordinator/Family Readiness/Program Liaison Officers.

      (3) AFTB advisor(s).

      (4) Master Trainers.

      (5) Key AFTB volunteers.

      (6) Key community personnel such as those persons who can provide accurate information concerning funding, marketing, childcare, logistics and legal issues.

   c. Tasks of the non-governing council may include, but are not be limited to --

      (1) Establish goals and objectives for the local AFTB program.

      (2) Develop action plans to achieve the established goals.

      (3) Develop overall AFTB operating procedures.

      (4) Develop recruitment strategies for involving volunteers.

      (5) Develop plans for recruiting students.

(6) Design training for instructors based on local needs, IAW the minimum AFTB Instructor Standards.

(7) Establish criteria for service on the non-governing council.

(8) Design a method for evaluating the AFTB program and regularly assessing community needs.

(9) Review and approve nominations of candidates for DA-sponsored training.

(10) Encourage volunteer involvement at all levels.

d. A non-governing council that is supportive and responsive to the needs of the volunteers and the program contributes significantly to the success of AFTB.

2-12. Key Volunteer Personnel

a. Volunteers are critical to the design, implementation, management, evaluation and success of the AFTB program. AFTB volunteers will perform the responsibilities listed in Table 2-1. The responsibilities of the AFTB program manager are outlined in paragraph 2-10.

Table 2-1.

Volunteer	Responsibilities
Core Volunteer Instructor	• **Be a DA-certified Master Trainer** • **Have completed at least one year as a Master Trainer** • **Attend the Core Volunteer Instructor Course** • **Be certified by DA upon completion of Core Volunteer Instructor Course** • **Commit to two (2) years as a Core Volunteer Instructor** • **Agree to teach at two (2) DA-sponsored trainings per year** • **Protect the integrity of AFTB material at all times** • **Agree to serve on curriculum development teams and/or AFTB process action teams, as needed** • **Represent AFTB in a positive manner at all times**
Master Trainer	• **Be certified by DA as a Master Trainer** • **Commit to work with AFTB for one year upon certification** • **Willingly shares materials, information, expertise and experience** • **Assist in conducting local instructor training** • **Teach Levels I, II, III, as needed** • **Protect the integrity of AFTB materials at all times** • **Serve as a AFTB spokesperson, as needed** • **Serves as a member of the local non-governing council, as needed** • **Represent AFTB in a positive manner at all times**
Instructor	• **Complete the local instructor training program** • **Teach Level I, II and III** • **Participate on the non-governing council, as needed** • **Share their expertise and experience willingly** • **Represent AFTB in a positive manner at all times**
Additional Support Personnel	• **Serve as Office Manager and Office Assistant** • **Serve as Instructor Supervisor** • **Serve as Records Manager** • **Serve as Marketing Director** • **Serve as Funds Manager** • **Serve as Newsletter Chairperson** • **Serve as Facilities Coordinator** • **Serve as Inventory Manager** • **Serve as Child Care Coordinator** • **Serve as Advisor**

b. The amount and type of volunteer support required must be based on the locally established goals and objectives.

c. Volunteers must be representative of the demographics of the military community served.

d. The volunteer support staff is the backbone of the AFTB program. Proper placement, evaluation and recognition are required to ensure that their needs and the needs of the AFTB program are being met.

e. Sample AFTB job descriptions can be found in the AFTB Handbook and the AFTB Master Trainer Course 4.11, Program Administration. The job description should be tailored to meet individual community needs.

Section III
Assessment

2-13. General
A copy of this regulation, the AFTB handbook and the references listed in Appendix A will be on file at all AFTB locations and readily available to employees, volunteer representatives, command representatives, soldiers and their families.

2-14. AFTB program accreditation and staff assistance

a. Accreditation is a HQDA process for recognizing ACS centers, AFAP and AFTB as having a high level of performance, integrity and quality. It ensures that soldiers, families, civilians and retirees receive consistent levels of quality support regardless of assignment, thus contributing to well-being and mission readiness.

b. The accreditation process will be conducted IAW DA Pamphlet XXXX (Instructions for implementing ACS, AFAP and AFTB Programs).

c. The ACS, AFTB and AFAP will each be rated independently.

d. MACOM POCs and DA staff will conduct staff assistance visits upon request, using DA Form 7419 as a baseline.

2-15. Management control

An annual internal assessment and evaluation process for all AFTB programs will be established to validate compliance with Army standards.

a. Appendix D of DA Form 7419 will be used for the assessment and evaluation process.

b. The assessment will be organized and coordinated by the AFTB program manager and conducted by a representative of the command.

c. A copy of the completed DA Form 7419 and BBBB-E will be provided to the appropriate community management control office.

2-16. Strategic planning

A strategic planning session will be convened at least annually with all AFTB personnel to review and update their AFTB action plan. Needs assessment data, focus group information, end of course evaluations, program evaluations and marketing plans will be included in developing the five-year AFTB strategic plan.

Chapter 3

Elements of the AFTB Program

3-1. AFTB Program Description

   a. The AFTB program is described as follows:

     (1) It is a standardized, structured, global education program that encompasses all of The Army Family: Active, ARNG, USAR, DA Civilians and retirees and family members of each group.

     (2) It has three separate tracks: one for soldiers of the active Army, ARNG and USAR; one for DA civilians; and one for family members of The Army.

     (3) The soldier and Army civilian training programs are taught in the

        Training

and Doctrine Command (TRADOC) schools and are not covered under this regulation.

     (4)   The USACFSC is responsible for the family member track, which will heretofore be referred to simply as AFTB. This program was developed and written by and for family members. It incorporates the needs of all family members (Active, ARNG, USAR) regardless of the rank or grade of sponsor.

     (5) The AFTB curriculum consists of more than 40 modules (lessons) and is divided into three levels of standardized, progressive and sequential instruction as follows:

        (a) Level I - Introduction – training designed to meet the needs of family members new to the Army.

(b) Level II – Intermediate – training designed for family members with several years of experience as family members with goals to become more involved in unit and community programs.

(c) Level III – Advanced – training designed for family members who have more experience with the Army with goals of improving their leadership skills both personally and professionally and willing to share life experiences with more junior family members.

b. A brief description of each of the Level I, II and III modules can be found at Appendix E.

3-2. AFTB Levels I, II and III

a. Principles of AFTB family member training --

(1) An individual's knowledge strengthens self-confidence, builds self-reliance, self-sufficiency and independence.

(2) An informed family allows the soldier and command to concentrate on the mission.

(3) A confident and secure family is better prepared to cope with the many challenges of military life.

(4) Command support is essential for the success of AFTB and is in the best interest of the command team.

b.   AFTB provides personal development training, builds family member self-confidence, enhances independence in its students and contributes to the overall readiness of the force.

c. The goal of AFTB is to assist family members of The Army to:

(1) Transition into the unique Army lifestyle when they are new to the Army.

(2) Develop a better understanding of the military environment and way of life and how it impacts the family and soldier.

(3) Develop realistic expectations of the Army as an institution.

(4) Access and utilize available community resources.

(5) Develop leadership and life-coping skills.

(6) Prepare for participation and assumption of leadership roles in their soldiers' unit and their community as well.

(7) Become self-reliant and self-sufficient families.

d. AFTB uses a "train-the-trainer" approach to deliver the Level I, II and III training as indicated below –

(1) Core Volunteer Instructors train volunteer Master Trainers.

(2) Master Trainers are certified by DA.

(3) Certified Master Trainers train Instructors.

(4) Instructors deliver Level I, II and III to students.

e. AFTB training is standardized to allow family members traveling from one Army community, State or unit to another, to receive the same basic information (enhanced with local information and subject matter experts as needed).

f. Level I, II and III does not equate to military rank, position, or age of family member, but rather to the years of experience and knowledge one has as an Army family member.

g. Enrollment in Level I, II and III is voluntary. Students can enroll in the training at any level based on their individual needs and interests. The skills taught in AFTB are not limited to the Army environment, but have practical and beneficial application to all areas of life and interaction with people.

j. AFTB training should be offered as often as necessary and at a variety of times in order to meet the needs of the local military community.

k. Training efforts may include family members from the active Army, ARNG, USAR, U.S. Army Recruiting Command (USAREC) and Cadet Command units in the surrounding region. Cooperative efforts in joint training and resource sharing are highly encouraged.

l. Spouses of Active, Army National Guard, Army Reserve soldiers, DA civilians and retirees have first priority for attending local AFTB classes. These classes are also open to soldiers, retirees, DA civilians, parents and other family members, fiancées and significant others, sister service military ID card holders and other interested persons on a space-available basis.

3-3. Local AFTB Instructor Training

a. Instructors are those volunteers who teach Levels I, II and III.

b. IAW the local annual needs assessment, Instructor training takes place on an "as needed basis" at the military community and is the responsibility of the AFTB Program Managers.

c. Developing instructor training is a team effort and requires input from the non-governing council as well as other volunteers involved in the AFTB program.

d. An instructor course of at least 12 hours of instruction as outlined in the AFTB Handbook, Chapter 8, Figure 8-2, DA Minimum Standards for Instructor Training, is recommended to ensure a measure of success for instructors. A copy is at Appendix F.

e. Volunteers who have completed the Master Trainer Course are expected to assist in developing and teaching instructor training.

f. Creativity in developing instructor training can be achieved by using the DA Minimum Standards for Instructor Training from the Master Trainer Guide, The AFTB Handbook, community resources, training books and resources on adult education and adult learners.

3-4. AFTB Master Trainer Courses

a. AFTB Master Trainer Courses are funded with appropriated funds by USACFSC and include the cost of travel expenses, lodging, per diem and training materials for its participants.

b. Courses are taught at regional locations in the continental United States (CONUS) and outside the continental United States (OCONUS).

c. The Master Trainer curriculum provides standardized training for volunteers and paid staff who are expected to assume leadership and support roles in developing and/or maintaining a local AFTB program, train instructors who will teach Levels I, II and III and recruit family member volunteers to become involved in the program.

d. The Master Trainer Course has an extensive instructor and AFTB program administrative curriculum. It is practical, skill building and comprehensive in its attempt to give students the necessary tools they need to implement and maintain a viable AFTB program.

e. The Master Trainer Course curriculum is reviewed annually using feedback from Core Instructors and students.

f. Attendance is open to eligible Army family members, soldiers, retirees, DA civilians, NAF employees and AFTB contract support personnel. Family members have priority over all other groups.

g. Criteria for individuals to attend the Master Trainer Course is established locally but should include (at a minimum) that the individual has --

   (1) completed Level I; preferably completed Level II and III

   (2) completed local instructor training

   (3) taught at least five different modules from Level I, II and III

   (4) demonstrated outstanding platform skills

   (5) worked in the local program for at least six months

h. Paid program support personnel (such as the APF, NAF, or contract Program Manager, Family Program Director, Family Program Coordinator, or MACOM point of contact) may attend Master Training to enhance their ability to better support the program though they do not meet the minimum criteria outlined in paragraph 3.g.

i. Individuals can only attend one Master Trainer Course at DA expense.

j. Upon completion of Master Training, the volunteer is committed to work in the local program for one year. Responsibilities of a Master Trainer are outlined in Table 2-1.

k. Eligible individuals must be nominated by the local AFTB Program Manager and endorsed by the Garrison commander. Eligible individuals from the ARNG and USAR must be nominated through the State Family Program Coordinator and the RSC Family Program Coordinator. The nominations are forwarded to the MACOM for final approval. The MACOM POC will forward to CFSC only those nominations accepted for training. All nominations must be on either DA Form DDDD-E, AFTB DA-Sponsored Training Registration Form for volunteer and APF personnel, or DA Form EEEE-E for contracted personnel. Both registration forms are online forms, and must be completed in their entirety.

l. A description of the Master Trainer Course curriculum is at Appendix G.

3-5. AFTB Master Trainer Update/Professional Development
As the Master Trainer course is continually evolving to meet the needs of the Army and the program volunteers and paid staff, it may be necessary to retrain active Master Trainers. The AFTB Master Trainer Update will be conducted as needed but not more than every three years. This update training will offer both professional and personal development for the attendees.

3-6. AFTB Senior Spouse Leadership Seminar (SSLS)

a. The Senior Spouse Leadership Seminar, offered annually to spouses of soldiers attending the U.S. Army War College and the Sergeants Major Academy is funded with appropriated funds by CFSC and includes the cost of travel, lodging, per diem and training materials for its participants.

b. Allocations for attendance are established by CFSC for the Army National Guard and Army Reserve for spouses of soldiers of equivalent grade/responsibility.

c.   The course is written specifically to target the needs of senior spouses level and addresses their roles as program advisors and mentors.

d. The Senior Spouse course is 11 hours and the curriculum includes--

   (1) The Army Briefing

   (2) AFTB Overview

   (3) Levels I, II and III

   (4) Program Administration

   (5) Volunteer Management

   (6) Coaching, Mentoring and Advising

   (7) Taking Care of Yourself

e. Eligible individuals from the ARNG and USAR must be nominated through the State Family Program Coordinator and the RSC Family Program Coordinator. The nominations are forwarded to the MACOM for final approval. The MACOM POC will forward to CFSC only those nominations accepted for training. All nominations must be on either DA Form DDDD-E, AFTB DA-Sponsored Training

Registration Form for volunteer and APF personnel, or DA Form EEEE-E for contracted personnel. Both registration forms are online forms, and must be completed in their entirety.

3-7. AFTB Core Volunteer Instructor Course

   a. The Core Volunteer Instructor Course, offered biennially, provides a training opportunity for professional growth and development for those family member volunteers who serve as Core Volunteer Instructors.

   b. The training is developed by CFSC in cooperation with the Core Volunteers to enhance training challenges and introduce new skills.

   c. The training is designed in the spirit of collaboration with its inclusion of Core Volunteer Instructors from all components.

   d. Upon completion of the Core Volunteer Instructor Course, volunteers must make an additional commitment to serve the Department of Army in that capacity for two years.

   e. Criteria for volunteers to attend the Core Volunteer Instructor Course is as follows:

      (1) Completed the DA-Master Trainer Course.

      (2) Fulfilled their one-year commitment to their local community as a Master Trainer at time of application.

      (3) Must have at least six months of experience as an AFTB Instructor.

      (4) Must demonstrate outstanding platform and facilitation skills.

      (5) Must be thoroughly familiar with the AFTB program.

(6) Must be an active Master Trainer within six months of the start of the Core Volunteer Instructor Course.

g. Family members of Active and Reserve Component soldiers, soldiers, retirees, DA civilians and other AFTB paid support staff are eligible to attend.

h. Family member volunteers have priority over all others eligible to attend the Core Volunteer Instructor Course.

i. The Core Volunteer Instructor Course is funded with appropriated funds by CFSC and includes the cost of travel, lodging, per diem and training materials for its participants.

j. Eligible individuals must be nominated by the local AFTB Program Manager and endorsed by the Garrison commander. Eligible individuals from the ARNG and USAR must be nominated through the State Family Program Coordinator and the RSC Family Program Coordinator. The nomination is forwarded to the MACOM for final approval. The MACOM POC will forward to CFSC only those nominations accepted for training. All nominations must be on either DA Form DDDD-E, AFTB DA-Sponsored Training Registration Form for volunteer and APF personnel, or DA Form EEEE-E for contracted personnel. Both registration forms are online forms, and must be completed in their entirety.

3-8. The Program Managers Course

The Program Managers Course is designed to provide instruction on the day-to-day management of the local AFTB programs. The course will provide specific training for program managers in the areas of budgeting, internal controls, record

keeping, volunteer management, team building, the refinement of briefing skills. It will be offered on an annual basis, and is available to program managers who have not previously taken this DA-sponsored course.

3-9. The AFTB Smart Book

   a. The AFTB Smart Book was designed, compiled and written by volunteers.

   b. It includes ideas for implementing and maintaining a successful AFTB program that were submitted from the field by active Army, ARNG and USAR AFTB programs.

   c. CFSC Form 74 – Order Form for AFTB Training Materials—will be used to order copies of the Smart Book. The Smart Book may also be reproduced at the local level. Training materials may be ordered through the NetTrainer website (http://armyfamilyteambuilding.org).

3-10. The AFTB Newsletter, "The Team Player"

   a. The Team Player, the official HQ AFTB Newsletter, is published quarterly and serves as a major communication link between all those involved in the AFTB program, worldwide and DA. It provides new ideas and information to help keep the field current.

   b. AFTB volunteer and paid staff from program sites in the active Army, ARNG, USAR and DA staff submit journalistic contributions and photographs.

   c. The Team Player is funded with appropriated funds by CFSC and published by the Government Printing Office.

3-11. The AFTB Handbook

   a. The AFTB Handbook for Program Managers serves as standardized approach to program implementation and maintenance for AFTB Program Managers from all components.

   b. CFSC Form 74 will be used to order copies of the Handbook, or it may be reproduced locally.

3-12. The AFTB NetTrainer System

The AFTB NetTrainer System serves as a vital link between our mobile, greatly diverse Army, our families and CFSC. The AFTB NetTrainer will provide--

   a. A comprehensive overview of AFTB and will encourage interested family members to attend training at their local level.

   b. An integrated web-based application to record, manage and report training for all levels (HQDA AFTB, MACOMS, Core Volunteer Instructors, Master Trainers, Senior Spouses, Instructors and local program managers).

   c. An on-line quarterly management reporting system to allow local AFTB offices/State Family Program Coordinators/Family Program Directors (or representatives) to submit data to their MACOM. MACOMs must compile (roll up) the data and submit it to HQ DA AFTB IAW established suspenses.

   d. An on-line Level training component for family members who do not have access to, nor wish to participate in community based classroom instruction.

   e. A voluntary tracking system for AFTB Master Trainers.

   f. An online registration system for DA-Sponsored AFTB training.

g. An online ordering system for Levels I, II and III training materials.

Chapter 4

Management

Section I

Funding

4-1. Appropriated Funds (APF)

   a. The AFTB program will be established and operated as an APF activity. It will be
administered according to the DFAS-IN Manual 37-100 series.

   b. APF resource requirements for AFTB will be considered with all other
requirements in installation and MACOM annual Program Analysis and Resource
Review submissions.

   c. MACOM and installation AFTB staff personnel will participate in budget planning.
They will help to determine funding and staffing required to operate the center.

   d. APFs will be used to purchase supplies and equipment to adequately support the
AFTB program.

   e. APFs will be used for automatic data processing (ADP) support for the AFTB
program. All purchases and systems development must be coordinated with the
installation automation management office and the Property Book Office

   f. APFs will be used to fund authorized, approved volunteer reimbursable expenses.

   g. AFTB funds centrally managed within the USACFSC OA22 account, support
requirements associated with DA sponsored training, i.e. program and course

development, initiatives, travel, per diem, site rental and materials for (but not limited to) the following:

    1. DA-sponsored training

      (a) Master Trainer Courses.

      (b) Senior Spouse Leadership Seminars.

      (c) Core Volunteer Instructor Courses.

      (d) Master Trainer Update and Professional Development Courses.

      (e) AFTB Program Managers Course

      (f) MACOM and Component Meetings.

    2. Development, reproduction and distribution of the Level I, II and III family member training material and marketing items.

    3. Development and publication of the Smart Book and Program Managers Handbook.

    4. Development, reproduction and distribution of the quarterly AFTB Newsletter, "The Team Player."

    5. Program initiatives, such as foreign language translations of training material, Web Page, NetTrainer, etc.

    6. Development of incentive items.

    7. Program assessment and evaluation.

    h. APFs are not authorized for volunteer awards other than official certificates of recognition.

4-2. AFTB appropriated and nonappropriated funds

a. Both APF and NAFs are authorized for reimbursement of incidental expenses incurred by volunteers. Nonappropriated Fund Instrumentalities and MWR Activities, AR 215-1, outlines authorized reimbursable expenses. Reimbursement of incidental expenses applies to Active and Reserve Component activities.

b. For the ARNG, the NAF guidance to reimburse volunteers is also provided in a memorandum dated 6 December 1994, subject: All states Log Number P95-0029, Family Support of Volunteers of the State Family Programs.

4-3. Commercial Sponsorship

a. The DoD has approved use of commercial sponsorship to AFTB. Policy and procedures contained in AR 215-1 apply to AFTB. Commercial sponsorship may be sought for specific AFTB events and programs of limited duration, such as

    (1) AFTB mixers.

    (2) AFTB Level I, II and III training which is conducted for the community as a whole and is open to all who want to participate.

    (3) Any AFTB training that is open to all who want to participate.

    (4) Graduation and recognition ceremonies for volunteers.

b. Commercial sponsorship initiatives must be handled by the installation, STARC, or RSC designated commercial sponsorship representative. Commercial sponsorship program and staff may not be available to the Reserve Component commands.

c. Funds generated by commercial sponsorship of an AFTB event(s) and program(s) can be used to purchase promotional items and incentives.

d. Funds generated through the commercial sponsorship program may be used to reimburse AFTB volunteer expenses as outlined in AR 215-1.

4-4. Gifts and Donations

a. In accordance with AR 1-100, gifts and donations may be accepted by the AFTB program when voluntarily offered by private individuals or groups and a determination is made that –

(1) That the AFTB program needs the proposed gift.

(2) Whether or not there is a cost to the AFTB program in acceptance.

(3) Whether any conditions imposed by the donor can be met.

b. Gifts or donations may not be solicited, however, the AFTB program manager may identify needs in response to inquiries from prospective donors.

4-5. Generated Funds

Policies and procedures for generating funds are in DoD 5500.17R and AR 600-29.

Section II

Program Personnel

4-7. General

AFTB staff discussed in this regulation refers to volunteer, civilian (to include contractors) and military personnel.

4-8. Program Staffing

a. AFTB, as the local commander's program, will be placed under a proponent agency that best meets the program's need for logistical and administration support.

(1) On active installations, AFTB most generally falls under ACS or the Installation Volunteer Coordinator (IVC).

(2) For the ARNG, AFTB is the responsibility of the State Family Program Coordinator.

(3) For the USAR, AFTB is the responsibility of the Regional Support Command/ARCOM Program Director.

(4) For the United States Army Recruiting Command (USAREC), AFTB falls under the Family Services Coordinator.

b. Staff size will depend on the local goals and objectives to be met and degree of support provided by the military community commander.

4-9. APF Paid Staff

a. Any APF paid staff will be funded by OMA funds.

b. Position descriptions will be current and accurate for any paid staff supporting AFTB.

4-10. Volunteer Staff

a. Volunteers are critical to the design, implementation, management and success of the AFTB program.

b. Volunteers fulfill a wide range of management, administrative and instructor roles in the program.

c. All volunteers will be supervised by a government employee (military, civil service, nonappropriated fund employee) or by another volunteer who is so supervised. Contract personnel cannot supervise volunteers.

d. All volunteers and accepting officials will sign a DA Form 4712, Volunteer Agreement for Appropriated Fund Activities and Nonappropriated Fund Instrumentalities (an online form), prior to commencement of work. DA Form 5671, Parental Permission, will be signed when accepting volunteer services from unmarried family members under the age of 18 before commencement of work.

e. See Chapter 5 of this regulation and AR 608-1 for more detailed information and guidance on volunteer management.

Section III

Training

4-11. General

a. AFTB paid and volunteer staff will be provided on-the-job training, inservice training and the opportunity to attend appropriate military and civilian professional conferences.

b. It is recommended that all AFTB paid support staff (to include contractors), volunteer program managers and instructor-training supervisors attend the DA-sponsored AFTB Master Trainer Course.

4-12. Additional recommended training

All paid and volunteer staff should receive training in the following areas:

    (1) AFTB orientation to include the AFTB overview.

    (2) Local administrative procedures.

    (3) Standards of conduct.

    (4) Standing operating procedures that are relevant to their positions.

    (5) Job performance and quality standards.

    (6) Sexual harassment.

    (7) Equal employment opportunity.

Section IV

Physical Property

4-13. Standing operating procedure

  a. Authorized Army procedures will be in place to control inventory of physical property such as furnishings, copy machines, fax machines, audiovisual equipment, typewriters, telephone system, training materials and other equipment. Property will be

inventoried at least annually and tracked when reassigned, replaced and disposed of to salvage.

b. For the ARNG, physical property is available through the State Family Program Office and will be tracked through that office.

4-14. Program requirements

a. AFTB, as a commander's program, will have office and classroom space, supplies, equipment, funding and other required logistic support provided by the agency designated by the commander to provide management oversight for the program.

b. The AFTB facility will have the following physical property onsite (or immediate and full access) to support services and administrative processes: sufficient telephone lines for incoming and outgoing calls, fax machine, copy machine, sufficient computers, letter quality printers and modems to support services, overhead projector, screen, locking file cabinets for Privacy Act materials and filing cabinets for administrative materials, answering machine, audio tape recorder and tapes, calculator and typewriter.

c. The AFTB facility (office and classrooms) will be accessible to clients with disabilities per the Architectural Barriers Act, as amended and Section 504 of the Rehabilitation Act of 1973, as amended.

d. The AFTB facility will meet occupational health and safety standards (AR 385-10) and fire protection standards (AR 420-90). It will include adequate work areas for any paid staff and volunteers and a private area for confidential interviewing. (See Architectural and Engineering Instructions, Design Criteria for space allocations).

e. Hours of operation of the office/facility will be flexible enough to accommodate families. Hours of operation will be posted and adhered to.

f. The AFTB office/facility will be easily identified.

(1) The AFTB Logo will be permanently displayed outside of the office/facility so that it will be easily recognizable to individuals who wish to participate in the program.

(2) Identification signs, in accordance with local engineer standards, should be prominently displayed on main roads on the installation to help newly assigned soldiers, civilian employees and their families locate the office/facility.

g. Due to unavoidable constraints, the Army Reserve and National Guard may not be able to provide an AFTB facility, however, all attempts should be made to meet as many of the above listed requirements as possible.

Section V

Marketing

4-15. User awareness

AFTB will inform the military community about its program to increase user awareness. Information will be widely disseminated on how persons can participate.

4-16. Marketing plan

A marketing plan will be developed which incorporates strategic planning goals, needs assessment data and covers locally established goals of the program.

Chapter 5

Volunteer Leadership and Management

5-1. Introduction

   a. AFTB is a program designed, implemented, coordinated and delivered by volunteers who work at the Headquarters DA, MACOM and subordinate command levels. Volunteers are a pivotal part of the AFTB program, which could not exist without this "army" of supporters. They expand the outreach services and work of military and civilian staff without creating additional budgetary expenses. In this last decade of the 20th Century, all programs requiring volunteer involvement must compete for potential volunteers whose interests and needs often direct them to paid employment, pursuit of education, recreational interests and family responsibilities. Garrison, STARC, RSC commanders and leaders of AFTB volunteers must understand and address these conditions. A successful volunteer program requires sound management principles to attract volunteers, as well as to recruit students for AFTB classes. To maintain volunteer commitment to the program, their interests must be matched with opportunities for personal growth, meaningful experiences and a sense of accomplishment. These volunteers must be encouraged to continue their involvement in AFTB by making a lateral entry into AFTB programs at other military communities when they transfer from one duty location to another.

   b. This chapter provides policies, procedures and guidelines on the acceptance, use and management of volunteer services in the AFTB program.

5-2. Background

a. **10 U.S.C.1588 provides policy as follows:**

(1) **It grants authority for a military department Secretary to accept voluntary services in family support programs operated by the department.**

(2) **In terms of compensation for work related injuries and tort claims, an individual providing voluntary service is considered an employee of the Government IAW AR 215-1.**

(3) **Individuals may be reimbursed for approved incidental expenses incurred while providing voluntary services IAW AR 215-1.**

b. **DODD 1342.17 Family Policy requires service Secretaries to ensure that comprehensive family support systems are developed based on installation needs and mission requirements. It defines volunteer management in support of family programs for Department of Defense (DOD) military personnel in active, NGB, USAR, or retired military status, as well as civilian personnel and DOD families.**

c. **DODD 1400-33 Employment and Volunteer Work of Spouses of Military Personnel states that no DOD official shall, directly or indirectly, impede or otherwise interfere with the right of a spouse of a military member to pursue and hold a job, attend school or perform volunteer services on, or off, a military installation.**

5.3. Policy

a. **Volunteers will be recruited and their services accepted without regard to race, religion, age, national origin, gender, marital status, or handicap.**

b. **Volunteer use of Government vehicles will be IAW AR 600-55, AR 58-1 and AR 608-1.**

c. **Injuries to volunteers while performing accepted volunteer duties will be reported IAW AR 385-40.**

d. The immediate investigation of incidents involving volunteers while performing voluntary duties is required when—

    (1) Property is lost, damaged, or destroyed

    (2) There is any injury or death

    (3) A claim is filed

    (4) Investigation is requested by another armed service of the United States

    (5) Directed by a competent authority

e. All AFTB volunteers and accepting officials will sign DA Form 4712 (Volunteer Agreement for Appropriated Fund Activities and Nonappropriated Fund Instrumentalities) or DA Form 5671 (Parental Permission) prior to commencement of work.   AFTB volunteers will be supervised by a government employee (APF, NAF, or military) or by a volunteer who is so supervised.

f. A written job description will be maintained for each AFTB volunteer. The job description should be mutually agreed upon by the volunteer and the program manager, and should be updated and revised to reflect changing program needs. Guidelines for job description are in Chapter 5, AR 608-1.

5-4. Record Keeping

a. Record keeping is an essential task in the successful management of a program involving volunteers. Developing a comprehensive record keeping system which documents the contribution of volunteers to the program and to The Army as well as the accomplishments of the volunteers to themselves. This is crucial for AFTB since, with few exceptions, it is an all volunteer program.

b. Accurate records will be maintained for the following:

    (1) Tracking volunteer hours.

    (2) Tracking the number of volunteers in the program.

(3) Tracking the number of students who have attended classes/completed Levels I, II or III using DA Form FFFF-E, Army Family Team Building Student Management Record (an online form).

(4) Documenting training.

(5) Enumerating services rendered (i.e. classes taught, instructors trained, etc.).

(6) Evaluating the program.

(7) Assessing community needs in relation to the AFTB program.

c. Program managers should assist each volunteer in maintaining a personal portfolio which includes:

(1) DA Form 4162, Volunteer Service Record (an online form).

(2) DA Form 4712, Volunteer Agreement for Appropriated Fund Activities and Nonappropriated Fund Instrumentalities (an online form).

(3) A copy of the job description.

(4) Documentation of training that has been completed.

(5) Evaluation of job performance.

(6) Copy of award(s), certificate(s) of recognition, or commendation letters.

(7) Record of volunteer hours.

d. Army Family Team Building Volunteer Daily Time Log, DA Form GGGG-E, should be used daily to record the activities of AFTB volunteers. DA Form 4713, Volunteer Daily Time Record, should also be used. Credit will be given for each hour of volunteer service performed, including hours spent in orientation or other training, round trip travel time from home and the AFTB site. Temporary duty (TDY) at conferences, workshops and training may be credited at 24 hours per day.

5-5 Volunteer Recognition

a. Recognition and appreciation are paramount in demonstrating to volunteers their value, personally and professionally, to the AFTB program. Volunteers need

feedback and support if their needs for job satisfaction and personal growth are to be realized. Volunteer recognition is a powerful motivation tool that responds to individual interests and motivational factors. The recognition process must be varied, as needed, to meet the need of the population served.

   b. Recognition should be given within the AFTB program and by Garrison, STARC and RSC commanders. Recognition may include, but not be limited to, the following:

   (1) Certificates/plaques of appreciation signed by MACOM, Garrison, STARC, or RSC commanders.

   (2) Letters of recommendation citing accomplishments that are identified in terms that can be used in employment applications.

   (3) Special AFTB program award ceremonies and local military community ceremonies.

   (4) Nomination for national awards and DA awards. (Specific DA awards are defined in the AFTB Smart Book).

   (5) Developing "career ladders" for volunteers: advanced level tasks for volunteers who want more responsible, difficult and challenging work.

   (6) Pictures and publicity in public media, including the Team Player.

   (7) Personal development training.

   (8) Gifts of items with AFTB logo.

   (9) Feedback sessions with supervisors to discuss work performance, clarify duties, if necessary, that provide opportunities for verbal appreciation of volunteer efforts.

5-6. Transfer of Volunteer Records

   a. Mobility for AFTB volunteers in The Army is a constant factor. Tracking those volunteers from one location to another is a complicated task. It is important to have a system in place that furnishes the volunteer with a record of service that includes volunteer hours, pertinent training and skill information. DA Form 4162 will be used for this purpose.

b.   Upon arrival at a new military community, if a volunteer initially chooses to be inactive, that individual will submit the DA Form 4162 to the AFTB program at the gaining community upon resumption of duties.

c. AFTB Volunteers that enter into a new community AFTB program must, at a minimum, receive a local community orientation and program overview. This will ensure a thorough knowledge and understanding of the new community, as well as nuances of the local program.

d. If the volunteer is a DA certified AFTB Core Volunteer Instructor or AFTB Master Trainer, or a locally trained AFTB Instructor, they will be required to demonstrate their instructor skills by delivering a lesson to the program manager (or panel of advisors) prior to entering the classroom. These volunteers will not be required to retrain as local instructors unless student comments on their end-of-course evaluations indicate a need for refresher training.

e. Additional information on volunteer management can be found in The AFTB Program Managers handbook and the AFTB Master Trainer Guide.

APPENDIX A

Section I

Required Publications

AR 215-1 – Morale, Welfare, and Recreation and Nonappropriated Fund Instrumentalities. (Prescibed in para 4-1.i, 4-2 and 4-3.a.)

AR 600-20 – Army Command Policy (Prescribed in para 1-1.b and 2-5.a.)

AR 608-1 – Army Community Service Center (Prescribed in para (5-3.b and 5-3.f.)

Section II

Related Publications

AR 1-100 – Gifts and Donations

AR 58-1 – Management, Acquisition and Use of administrative Use Motor Vehicles

AR 385-10 – Occupational Health and Safety Standard

AR 420-90 – Fire Protection Standards

AR 600-7 – Nondiscrimination on the Basis of Handicap in Programs or Activities Assisted or Conducted by the Department of the Army

AR 600-29 – Fund-Raising Within the Department of the Army

AR 600-55 – The Army Driver and Operator Standardization Program (Selection, Training, Testing and Licensing)

AR 672-20 – Incentive Items

NGR 600-12 – National Guard Family Programs (for National Guard Bureau sites only)

DA Pam 608-47 – A Guide to Establishing Family Support Centers

DODI 1015.10 – Program for Morale, Welfare, and Recreation (MWR), Enclosure 9 contains Commercial Sponsorship Policy

DODI 1342.17 – Family Policy

DODI 1400-33 – Employment and Volunteer Work of Spouses of Military Personnel

DODI 5500.7R – Joint Ethics Regulation

10 USC 1588 – Authority to Accept Certain Voluntary Services

Section III

Prescribed Forms

DA Form AAAA-E – Army Family Team Building (AFTB) Accreditation Report

(DA Form BBBB-E -- Army Family Team Building (AFTB) Accreditation Tally and Summary Sheet

DA Form CCCC-E – Army Family Team Building (AFTB) Quarterly Management Report

DA Form DDDD-E – Army Family Team Building DA-Sponsored Training Registration Form for Volunteers and APF Personnel

DA Form EEEE-E – Army Family Team Building DA-Sponsored Training Registration Form for Contract Personnel

DA Form FFFF-E –Army Family Team Building Volunteer Daily Time Log

DA Form GGGG-E – Army Family Team Building Student Management Record

Section IV

Referenced Forms

DA Form 4712 – Volunteer Agreement for Appropriated Fund Activities and Non-appropriated Fund Instrumentalities

DA Form 5671 -- Parental Permission

DA Form 7419 – Army Community Service (ACS), Army Family Action Plan (AFAP), Army Family Team Building (AFTB) Accreditation Checklist

DA Form 4162 – Volunteer Service Record

CFSC Order Form 74

ARMY FAMILY TEAM BUILDING
ACCREDITATION

10000 TALLY AND SUMMARY SHEET

INSTALLATION:

**Name of Person Completing Tally
and Summary Sheet** _____
Name of Team Chief _____

Area	Met/Not Met	
Category 1		
10000.1	Met/Not Met	
10000.3	Met/Not Met	
Category 2	Possible Points	Actual Points
10000.2	5	
1000.4	5	
1000.5	5	
10000.6	5	
10000.7	5	
10000.8	5	
10000.9	5	
1000.10	5	
1000.11	5	
1000.12	5	
10000.13	5	
10000.14	5	
10000.15	5	
TOTAL		

Signature of Person Completing This Tally
and Summary Sheet _____**Date**_____
Signature of Team Chief _____**Date**_____

DA Form BBBB-E

Army Family Team Building
Quarterly Report
(XX QTR, FYXX)

1.0 Contact Information

Name _____   DSN Phone _____

MACOM _____   DSN Fax _____

Military Community _____   COM Phone _____

Address _____   COM Fax _____

City, State/APO, Zip _____   EMail _____

Total FM Population _____   % FM Served $^{(auto)}$ _____

2.0 Volunteer Information

Type	FM		SM		CIV		RET		Total Volunteers	Total Hours
	No.	Hrs	No.	Hrs	No.	Hrs	No.	Hrs		
Master Trainers									(auto)	(auto)
Instructors									(auto)	(auto)
Admin Support									(auto)	(auto)
Other									(auto)	(auto)
Total	(a)	(a)	(a)	(a)	(a)	(a)	(a)	(a)	(auto)	(auto)

3.0 AFTB Program Manager/Staff Information

Type	No.	Hrs./Qtr.	Type	Grade	Support Element
Volunteer Manager					
FT Paid Manager					
PT Paid Manager					
FT Paid Support Staff					
Total	(auto)	(auto)			

4.0 AFTB Training Summary (Full Sessions)

Type	Sessions	Modules	E1-E4	E5-E9	WO	O	Unk	Total FM	Soldiers	Civ	Total Participants
English											
Level I											
Level II											
Level III											
Total											
Spanish											
Level I											
Level II											
Level III											
Total											
German											
Level I											
Level II											
Level III											
Total											
Korean											
Level I											
Level II											
Level III											
Total											
TOTAL											

The "Family Member Enrollees" header spans the E1-E4, E5-E9, WO, O, Unk, and Total FM columns.

5.0 AFTB Training Summary (English: Level I: Individual Modules)

Type	Modules	Family Member Enrollees						Soldiers	Civilians	Total Participants
		E1-E4	E5-E9	WO	O	Unk	Total FM			
Level I										
1.01										
1.02										
1.03										
1.03a										
1.03b										
1.04										
1.05										
1.06										
1.07										
1.08										
Total										

5.0 AFTB Training Summary (English: Level II: Individual Modules)

Type	Modules	Family Member Enrollees						Soldiers	Civilians	Total Participants
		E1-E4	E5-E9	WO	O	Unk	Total FM			
Level II										
2.01.1										
2.01.2										
2.02.1										
2.02.2										
2.02.3										
2.02.4										
2.02.5										
2.02.6										
2.03.1										
2.03.2										
2.03.3										
2.03.4										
2.03.5										
2.04.1										
2.04.2										
2.04.3										
2.04.4										
2.04.5										
2.04.6										
Total										

5.0 AFTB Training Summary (English: Level III: Individual Modules)

Type	Modules	Family Member Enrollees						Soldiers	Civilians	Total Participants
		E1-E4	E5-E9	WO	O	Unk	Total FM			
Level III										
3.01.1										
3.01.2										
3.01.3										
3.02.1										
3.02.2										
3.02.3										
3.02.4										
3.02.5										
3.02.6										
3.03.1										
3.03.2										
3.04.1										
3.04.2										
3.04.3										
Total										

6.0 AFTB Training Summary (Foreign Language:Individual Modules)

Type	Modules	Family Member Enrollees						Soldiers	Civilians	Total Participants
		E1-E4	E5-E9	WO	O	Unk	Total FM			
Spanish										
Level I										
Level II										
Level III										
Total										
German										
Level I										
Level II										
Level III										
Total										
Korean										
Level I										
Level II										
Level III										
Total										
TOTAL										

7.0 Outreach Information

Category	Sessions	Total Participants
Newcomers Welcome Orientation		
Overview		
Unit/Command Briefings		
FRG Briefings		
(Custom Item)		
Total	(auto)	(auto)

8.0 Program Funding

Category	APF	NAF	Commercial Sponsorship	Other (Donations, etc.)	Total
Program Manager					(auto)
Volunteer Child Care					(auto)
Volunteer Reimbursement - Other					(auto)
Student Child Care					(auto)
Other Operational Costs					(auto)
Total	(auto)	(auto)	(auto)	(auto)	(auto)

Army Family Team Building

Registration Form for Department of Army   -Funded Training

Check one please

MT 1:	29 Oct - 3 Nov 00	_____	SSLS I:	Nov 00	_____
MT 2:	28 Jan - 2 Feb 00	_____	SSLS II:	07 Feb - 8 Feb 01	_____
MT 3:	25 Feb - 2 Mar 00	_____	SSLS III:	21 Mar -22 Mar 01	_____
MT 4:	08 Apr -13 Apr 01	_____	PM 1:	05 Aug - 10 Aug 01	_____
MTPD :	24 Jun -27 Jun 01	_____			

Please pr int or type entire form
INCOMPLETE AND/OR ILLEGIBLE FORMS WILL NOT BE PROCESSED

Name_____

First   MI   Last

Your :_____   **Course**

Please do not put your sponsor's SSN. It will delay your orders.

Mailing

City_____ **State** _____ **Zip**

Home   (_____ **Work**(_____)_____

Email address: _____

Your Commercial FAX Number:_____

MACOM: _____**STARC**_____

Installation_____**or Unit**

Are you a volunteer?☐   Ye☐   **No**   **Rank of your**

Are you paid staff working for AF   B?   ☐s   **No**   **Are you** tor?   ☐   Ye☐s ☐

Traveling from?_____ **to:**

Check mode of travel:☐   **Airpla**☐   **Private** ☐to   **Tr**☐)

How much is ROUND TRIP**plane/train/bus fare?** _____

If traveling by car, estimate ROUND TRIP

IF YOU REQUIRE A DD FORM 1610 (Request for TDY travel), PLEASE COMPLETE THE FOLLOWING   :

Position Title_____   **rvice Grade/Military**

Official Duty Station

Organization

Registration Form for Department of Army   -Funded Training

Name of Applicant_____ **Course Dates**_____
                    Last   **First**

> To be completed by Master Trainer
>
>   **How many AFTB Level classes have you attended?**_____
>
>   **Have you assisted in your local   -training program?   ___   No**
>
>   **Rate your AFTB experience level: High** _____

> To be completed by applicants for Master Trainer Professional
>
>   **Date of Master Trainer Course: ____**

> To be completed by applicants for Program Manager
>
>   **Date you became a Program Manager:**
>
>   **Date of Master Trainer Course:**
>
>   **Rate the level of   your program:**

APPLICANT VERIFICATION

I understand this training is funded by the Department of Army. I certify that I am eligible to attend the training. I honestly work with the AFTB program for at least one year in my military community. I   tand that this training is not free and is by the Department of Army Community and Family Support

_____   _____

Signature of   **Dat**

STAFF ENDORSEMENT

I have scussed the criteria and the expectations for attending this course and I fully represent this community and attend

_____   _____   _____

Printed Name Local AFTB   **Signature**
(Family Prgm Coord., IVC, ACS, staff/vol manager)

COMMANDER'S RECOMMENDATION

I unders tand the expectations and commitment to this DA   -funded AFTB program, and I fully endorse thi   s applicant to represent this command and to attend this DA   -funded training. I further understand that if this applicant is a "NO SHOW" or does not p rovide adequate notice of cancellation,   ~~my community may be liable for all costs incurred~~   by the Departmen t of Army Headquarters Army Family Team Building   .

_____   _____   _____

Commander's   **Signature**
(or designated repre sentative)

Page

Army Family Team Building

Registration Form for Department of Army-Funded Training

For Contract Personnel Only

Name:_____
_____
        First   MI   Last

Your SSN:_____   Course Dates:
_____
    Please do not put your sponsor's SSN. It will delay your orders.

Mailing
address:_____

City_____ State _____ Zip
Code_____

Home Phone: (   )_____ Work: (   )_____
_____

Email address:
_____

Your Commercial FAX Number:_____
DSN:_____

MACOM: _____STARC_____
RSC_____

Installation_____ or Unit
_____

Are you a contractor?   Yes ☐   No ☐

Traveling from?_____ to:
_____

Check mode of travel: ☐ Airplane ☐ Private Auto ☐ Train ☐ Bus

How much is your **ROUND TRIP** plane/train/bus fare?
_____

If traveling by car, estimate your **ROUND TRIP**
Mileage:_____

Government Contractors attending government sponsored training – PLEASE COMPLETE THE FOLLOWING:

Name of Applicant: _____Course
Dates:_____

Last   First

To be completed by Master Trainer Applicants:

How many AFTB Level classes have you attended?_____   Taught?_____

Have you assisted in your local AFTB instructor-training program?   Yes _____   No _____

Rate your AFTB experience level: High _____ Moderate_____New_____

To be completed by applicants for Master Trainer Professional Development:

Date of Master Trainer Course: _____

To be completed by applicants for Program Manager Course:

Date you became a Program Manager: _____

Date of Master Trainer Course: _____

Rate the level of activity of your program: High_____Moderate_____New_____

■■

APPLICANT VERIFICATION

I understand this training is funded by the Department of Army. I certify that I am eligible to attend the
training. I understand that this training is not free and is funded by the Department of Army Community and
Family Support Center.

_____
_____
Signature of Applicant
                                                            Date

CONTRACTING OFFICER'S ENDORSEMENT

I have discussed the criteria and the expectations for attending this course and I fully endorse this
applicant to represent this community and attend this training.

_____   _____
_____
Printed Name of local AFTB POC   Signature
Date
(Family Prgm Coord., IVC, ACS, staff/vol manager)

COMMANDER'S RECOMMENDATION

**I understand the expectations and commitment to this DA-funded AFTB program, and I fully endorse
this applicant to represent this command and to attend this DA-funded training. I further understand**

Army Family Team Building Student Management Record

For use of this form, see AR 608-XX; the proponent agency is OACSIM

To be completed by AFTB personnel for each student participant

Community: _____   Date of Training:_____

Training Site: _____   Level or Module(s)_____

	Last Name	First Name	Family Member	Rank of Sponsor	Email Address	Completed
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						

Authority: Army Regulation 608-XXX, Army Family Team Building
Principal Purpose: To record course enrollments and completions of individuals enrolled in Level I, II, and III.
Disclosure: Voluntary. However, failure to complete the form may result in an inability to document program participation data.

APPENDIX B

**CSA/SMA MEMORANDUM
16 DECEMBER 1994**

APPENDIX D

HISTORY OF ARMY FAMILY TEAM BUILDING

a. Historically, family programs in The Army have been developed in response to specific needs at specific times. During the Vietnam conflict and deployments to the Dominican Republic, the Army realized that the performance of soldiers was influenced by family situations at home and then began to assume a greater responsibility to Army families. Army Community Service (ACS) was the first of many Army programs developed to meet the needs of families.

b. Family members at the Army Family Symposia of 1980, 1981, and 1982, discussed issues important to the Army's family of units, people, and components. The publication of The White Paper by the Chief of Staff, Army (CSA) in August 1983, outlined a vision of the relationship between the Army and its families. It emphasized a new commitment to them, centering on partnership, wellness, and a sense of community.

c. This led to the formulation and publication of the Army Family Action Plan (AFAP) in 1984, designed to implement the philosophy of the White Paper. Army leaders proclaimed 1984 to be "The Year of the Army Family." The Army Family Action Plan (AFAP) process continues to provide strategy for addressing and resolving issues related to the quality of life within The Army.

d. Since 1984, the need for mutual support, assistance, and network of communication between family members, the chain of command and concern, and community resources has emerged as essential for family satisfaction and

the readiness and retention of soldiers. Informed families and spouses can be integrated more readily into the Army way of life, become more confident, and develop a positive attitude toward themselves while soldiers concentrate on the mission.

    e. The need for trained and self-sufficient families was never more apparent than during Operation Desert Shield and Storm.

    f. In 1992, immediately after this major conflict ended, several spouses of Noncommissioned Officers (NCOs) asked the Commander of the Training and Doctrine Command (TRADOC), "What's the Army doing to educate NCO spouses?" A review of spouse/family member educational opportunities by the U. S. Army Command and General Staff College (CGSC) revealed that existing courses focused on spouses of officers. Very little was offered to assist spouses of NCOs and enlisted personnel.

    g. The TRADOC Commander, General Franks, directed the CGSC to develop a concept for spouse education/development using the Army's Leader Development Model (LDM). The Army Family Team Building (AFTB) Action Plan evolved from this directive and a Leader Development Decision Network (LDDN), a proven method for developing new ideas, building consensus, and bringing those ideas to the attention of the Army leadership was convened. The LDDN was to take corrective action on the many lessons learned from the Desert Shield and Desert Storm deployments, wherein many family members were not adequately prepared for the long term deployment of soldiers. Needs of the enlisted spouses would also be given particular attention.

h. The concept of Army Family Team Building (AFTB) was assigned to the U.S. Army Community and Family Support Center (CFSC) Army Community Service Action Officer, Summer 1992.

i. The AFTB LDDN was activated on 22 June 1992.   It was chaired by the Commandant, CGSC, assisted by the Commander, USACFSC. The National Guard Bureau (NGB), Office of the Chief, Army Reserve (OCAR), Office of the Deputy Chief of Staff for Personnel (ODCSPER), Office of the Deputy Chief of Staff for Operations (OSCSOPS) and TRADOC were tasked to support with personnel and expertise. U.S. Army Europe (USAREUR), U.S. Army Pacific Command (USARPAC), U.S. Army South (USARSO), and U.S. Army Special Operations Command (USASOC) were invited to participate.

j. The AFTB LDDN was tasked to look at the Total Army Family to ensure Active and Reserve Components and Department of Army Civilians (DACs) were fully integrated throughout the recommendations.

k. The first action officer meeting of the AFTB LDDN was held in Hampton, Virginia, 21-23 July 1992. It was attended by forty-five action officers who represented the total Army, the majority of whom were spouses. The Deputy Commandant, CGSC, and the Commander, CFSC, provided guidance during the proceedings. The task of the action officers was to outline the necessary actions in designing an educational program for family members of all Army components that would accomplish the following:

(1) Orient families new to the Army.

(2) Progressively and sequentially educate soldiers and spouses in order to build more confident, self-sufficient, and resilient families.

(3) Enhance family preparedness and soldier/Army readiness in the contingency Army of the future.

l. Guidance offered to the committee was as follows:

(1) Do not plan for additional resources.

(2) Programs will be voluntary.

(3) Keep the total Army in mind.

(4) Focus on the needs of enlisted and NCO spouses since the enlisted force is 85 percent of the military.

(5) Focus on quality--not quantity. "Must have" versus "nice to have."

(6) Consider the different makeup of Army families (i.e., dual military households, working spouses, single parents, divorced)--each of whom have different needs.

(7) Develop a "do-able" plan in terms of the LDM and be innovative as well as realistic.

m. The action officers identified major issues for consideration in outlining the AFTB program. They were firm in the agreement that spouses should form the foundation for providing input for developing the courses. They also agreed that spouse volunteers should be involved in implementing and administering the program

n. On 6 August 1992, a Council of Colonels met to analyze the feasibility and suitability of the issues raised by the action officers and to provide direction and

input on the recommendations to ensure that the proposed actions were matched with the needs of the future Army. They also recognized the need to clearly outline the resources needed to implement such a program as well as the need to measure family readiness on the Mission Essential Task List (METL). The Council prioritized the issues as follows:

(1) The need for strong Chain of Command Support.

(2) The need for an overall coordinator for family programs.

(3) The lack of standardized, progressive, and sequential spouse training at installations.

(4) The lack of standardized, progressive, and sequential Army family training at Army Schools.

(5) That existing Army terminology, laws, regulations, and practices contribute to people not accepting responsibility for their own readiness.

o. On 20 August 1992, a Senior Spouse Review Committee (SSRC) convened to further analyze and refine issues and recommendations. While they generally concurred with the Council of Colonels, they emphasized the following:

(1) Issues that the Council prioritized should not be prioritized, but considered collectively.

(2) Every issue is essential to the success of the AFTB program.

(3) Implementation of the AFTB plan must be accomplished with in-house assets and resources.

(4) Designate an existing position at each installation to coordinate the AFTB program rather than provide funds to hire a new manager.

p. On 14 October 1992, the Senior NCOs were briefed at the Association of the United States Army (AUSA) convention. The enlisted force was considered essential to the success of the program. Command Sergeants Major (CSMs) of the Major Army Command (MACOM) overwhelmingly supported the plan, emphasizing that it must be voluntary. The MACOM CSMs endorsed the Council of Colonels' and the SSRC's position that the program must be applicable to the total Army. They asserted that while the AFTB plan required strong chain of command support, there must be a unified effort between commanders, community activities, and the Army schools to deliver it. In the future, they agreed, LDDNs should include a Council of CSMs as well as a Council of Colonels.

q. On 30 November 1992, the CSA was briefed by the Deputy Commandant CGSC on the AFTB Action Plan. The CSA approved the initial AFTB concept and the recommendations stating, "It must be resourced for success."

r. On 10 February 1993, after further refinements to the AFTB Action Plan, the Vice Chief of Staff, Army (VCSA) was pre-briefed. On 11 February 1993, a final briefing was presented to the CSA. At the conclusion of the briefing, the CSA signed the AFTB Action Plan, designating the VCSA as the overall coordinator for AFTB. The concept of AFTB and a budget for the program was approved.

s. Other significant events in the development of the AFTB program:

(1) Summer 1993: AFTB Training Support Packages (TSPs) for soldiers were developed.

(2) October 1993: The AFTB office was established in USACFSC.

(3) November 1993: Training about AFTB for soldiers was begun, with TRADOC as the proponent.

(4) December 1993: Training Support Packages (TSPs) for family member training were finalized.

(5) January 1994: Facilitator (future Master Trainer) TSPs were developed.

(6) April 1994: Training about AFTB for DA civilians began with the Civilian Personnel Office as the proponent.

(7) June 1994: The first AFTB Specialist was hired. The first training session for volunteer facilitators was held with CFSC as the proponent for family member training.

(8) November 1994: Implementation of AFTB began at the installation/home station level.

(9) 16 December 1994: In a memorandum signed by the CSA and the SMA, AFTB was declared an official Army program and was institutionalized for soldiers, DA civilians, and family members. The expectation, articulated in the memorandum, was that leaders at all levels would support the program. CSA/SMA Memorandum at Appendix B.

(10) 26 February 1996: In a document of implementing instructions, AFTB was declared a part of the total Family Readiness Program in the USAR. In a memorandum issued by Headquarters, U.S. Army Reserve Command (USARC) declared its full support for AFTB and strongly suggested the implementation of the program for family members at the unit level. USAR Implementing Instructions at Appendix E.

(11) 17 April 1996: In a memorandum signed by the CSA, AFTB was designated the primary program that provides The Army with the information, knowledge, and skills to become self-reliant. CSA Memorandum at Appendix C.

(12) 16 December 1998, Army Family Team Building Day, proclaimed by the CSA and SMA. 16 December to be celebrated every year to draw attention to AFTB's successful mission of improving family readiness throughout The Army. Proclamation at Figure 1-2.

APPENDIX E

LEVEL I, II, III COURSE DESCRIPTIONS

Army Family Team Building Program

Level I, II and III
Course Descriptions

Level I – Introduction

Level I courses are targeted toward people new to the Army or anyone interested in updating personal skills or basic knowledge. Level I courses and suggested prerequisites are given below:

1.01   Military Terms, Acronyms, Customs, and Courtesies
Length: 1 hour 35 minutes, Prerequisite: None

Introduces the basic and unique words used routinely in military life. Team exercises reinforce the terms and meanings learned. Materials distributed will include a glossary of military and Army acronyms and terms; a list of the official bugle calls, including their times and purposes; and a handout explaining the Army's most basic customs and courtesies.

1.02   The Chain of Command and the Chain of Concern
Length: 1 hour, Prerequisite: None

Defines the military chain of command, emphasizing command structure, symbols, and the explanation of military grades and staff positions (including civilian employee equivalents). Explains the extent of the chain of concern in providing assistance to the families within a unit or organization.

1.03   Introduction to Military and Civilian Community Resources
Length: 1 hour, Prerequisite: None

Provides an overview of the resources available within both the military and civilian communities. Class handouts given to students are the same as the materials provided to soldiers and civilian employees during similar courses and can be used as a checklist during departures, deployments, and other important events.

1.03a Introduction to the Army Family Action Planning Program (AFAP)
Length: 45 minutes, Prerequisite: None

Provides an overview of the Army Family Action Planning process. Class materials include handouts, and viewgraphs. Upon completion of this course students will

know what the AFAP is, how it began, who it applies to, how the process works, what the results are and how you can be a player.

1.03b Introduction to Operation READY (OPREADY)
  Length: 1 hour, Prerequisite: None

  **Provides an overview on Operation READY (OPREADY) is a library of
  training resources materials. The READY materials are designed to
  serve as deployment mobilization training materials for Commanders,
  Army Community Service, Reserve Components Family Program
  staff, Family Support Groups, unit leaders, rear detachment
  personnel, soldiers, and family members.**

1.04   Benefits, Entitlements, and Compensation
              Length: 1 hour 30 minutes, Prerequisites: None

  Introduces the basic benefits and entitlements received by military and civilian personnel. Expert information, including local handouts, will be provided by guest speakers from the areas to be discussed.

1.05   Family and Military Expectations
              Length: 1 hour, Prerequisite: None

  Covers the expectations that soldiers, civilian employees, and their families have about the extent to which the military will "take care" of families. Also discusses what the military expects of soldiers, civilian employees, and their families regarding taking care of themselves and each other.

1.06   Impact of the Mission on Family Life
  Length: 45 minutes, Prerequisite: None

  Discusses the Army's missions and their impact upon soldiers, civilian employees, and their families.

1.07   Basic Problem Solving
  Length: 1 hour, Prerequisite: None

  Teaches the basic skills necessary to successfully solve problems. Students will be able to list the six basics steps of the problem solving process, and develop a potential solution to a problem using The Six Step Problem Solving Process.

1.08   Supporting Your Child's Education

Length: 1 hour, 15 minutes, Prerequisite: None

Introduces the importance of parent involvement in a child's education, especially during PCS moves. Provides an overview of the School Liaison Officer's role in enhancing the educational environment for school age children of parents assigned to Army installations/activities. Explains how the installation School Liaison Officer provides assistance to military families with school age children. Materials distributed will include tips for parents, frequently asked questions, checklists for transitioning students to a new school, school-related web sites, key contacts, and facts about Impact Aid.

Level II - Intermediate

Level II courses are targeted toward emerging leaders within the Army community. Level II courses and suggested prerequisites are given below:

2.01.1   Enhancing Relationship Building
     Length: 1 hour 45 minutes, Prerequisite: None

     Includes concepts such as "building blocks" and "stumbling blocks" and
     teaches methods of maintaining successes and of meeting people.

2.01.2   Introduction to Effective Leadership
     Length: 1 hour 45 minutes, Prerequisite: None

     Provides instruction on leadership traits from the perspective of the group
     and the leader. Covers situations that normally arise and communication
     essential for effective leadership.

2.02.1   Volunteer Management/Marketing Volunteer Experience
     Length: 1 hour 30 minutes, Prerequisites: None

     Teaches methods of recruitment, training, retention, validation, and
     recognition of volunteer staff within a community program. Also
     provides guidance on how to use volunteer experience as a resource
     in seeking paid employment.

2.02.2   Management Skills: Communication
     Length: 1 hour 15 minutes, Prerequisite: None

     Provides instruction on the types, ways, and principles of effective
     communication. Examples will be studied and discussed.

2.02.3   Management Skills: Conflict Management
     Length: 35 minutes, Prerequisite: None

     **Focuses on the balance between conflict and cooperation by
    stressing
     the functions, the types, and the methods for managing conflict
     within groups.**

2.02.4   Management Skills: Understanding Needs
     Length: 45 minutes, Prerequisite: None

     Provides instruction on Maslow's Hierarchy of Needs (physiological,

safety, socialization, self-esteem, and self-actualization) and how these affect the group.

2.02.5   Management Skills: Crisis and Coping
Length: 1 hour, Prerequisite: None

Provides instruction on developing the abilities needed to span from crisis to trauma. Discusses the steps of crisis intervention and highlights the unit ministry team/community clergy.

2.02.6   Management Skills: Group Dynamics
Length: 45 minutes, Prerequisite: None

Discusses the establishment and execution of group norms, including the various roles available within a group and how best to channel these energies.

2.03.1   Adapting to Change
Length: 1 hour, Prerequisite: None

Teaches how to use change as a positive force within an individual's life.

2.03.2   Stress Management
Length: 1 hour 15 minutes, Prerequisite: None

Covers the definition, causes, symptoms, and effects of stress. Discusses methods of controlling, eliminating, and properly utilizing stress.

2.03.3   Intermediate Problem Solving
Length: 2 hours, Prerequisite: None

Teaches problem-solving techniques through practical exercises.

2.03.4   Time Management
Length: 2 hours, Prerequisite: None

Teaches personal and professional time management methods.

2.03.5   Meeting Management
Length: 1 hour, Prerequisite: None

Provides instruction on effective meeting management from the decision to conduct a meeting through the meeting itself. Also

discusses the roles of the various participants.

2.04.1   Networking with Community Agencies
Length: 45 minutes, Prerequisite: Level I courses and
knowledge of the chain of command structure within the
Army.

Discusses the importance of networking within the military and
civilian communities.

2.04.2   Building a Resource Library
**Length: 30 minutes, Prerequisite: Level I courses and
knowledge of the chain of command structure within the
Army, especially on the installation.**

Discusses how to build a resource library within the organization or
unit. Materials will be distributed to help start such libraries.

2.04.3   Family Readiness Groups
Length: 45 minutes, Prerequisite: Level I courses and
Knowledge of the chain of command structure within the
Army.

Covers how to establish, conduct, and maintain a family readiness
group and also discusses the group's relationship with the parent
organization or unit.

2.04.4   Military Grade and Command Structure
Length: 30 minutes, Prerequisite: Completion of AFTB 1.02,
"The Chain of Command and the Chain of Concern".

Provides a continuation of the Level I course, "The Chain Command
and the Chain the Concern".

2.04.5   Benefits, Entitlements, and Compensation
Length: 1 hour 30 minutes, Prerequisite: None

Covers the benefits, entitlements, and compensation for military and
civilian service. Teaches the material using basic terms that are
easy for family members understand and use.

2.04.6   Traditions, Customs, Courtesies, and Protocol
Length: 1 hour, Prerequisite: None

Provides instruction on the traditions, customs, courtesies, and
protocol of the military community. Students will be able to
explain
various military traditions, customs, and courtesies that apply to
common military ceremonies. They will know the correct manner
in
which to prepare both formal and informal correspondence, define
categories of dress codes and when each is appropriate. They will
know how to respond appropriately to an invitation to a military
or
social function.

Level III – Advance

Level III courses offer training to enhance the professional growth and leadership development opportunities of family members, especially those who might assume leadership roles within the community and unit. Level III courses and suggested prerequisites are given below.

3.01.1   Listening Skills
    Length: 1 hour 15 minutes Prerequisite: AFTB Level II course 2.02.2 Management Skills: Communication

    Instruction develops personal communication and listening skills by focusing on listening behaviors.

3.01.2   Building Self-Esteem
    Length: 45 minutes, Prerequisite: None

    Students learn how to empower themselves and gain a higher self worth. Students will also learn how to take care of themselves first so they can help others.

3.01.3   Personality Traits
    Length: 1 hour, Prerequisite: None

    Course instruction describes methods of determining various personality traits and how to effectively benefit from those traits.

3.02.1   Motivating Factors
    Length: 1 hour, Prerequisite: AFTB Level II course 2.02.4 Management Skills: Understanding Needs.

    Class provides instruction on various motivating factors that affect individuals. Excercises are based on Maslow's Hierarchy of Needs.

3.02.2   Leadership Skills
    Length: 1 hour and 30 minutes, Prerequisite: AFTB Level II course 2.01.2 Introduction to Effective Leadership

    Classroom instruction examines the characteristics of strong leadership. Students undertake case studies and use the leadership style inventory to dissect their own approaches to leadership featuring case studies and the Leadership Style Inventory.

3.02.3   Building a Cohesive Team
    Length: 1 hour, Prerequisite: AFTB Level II course, 2.02.6
    Management Skills: Group Dynamics and AFTB Level III
    course 3.01.3 Personality Traits.

    From the instructions given in this class, students learn how to
    build cohesive teams by capitalizing on the uniqueness of each
    member. Exercises in class demonstrate the methods used to
    encourage members to work together.

3.02.4   Leader Roles : Coaching, Mentoring and Advising
    **Length: 1 hour 30 minutes, Prerequisite: Experience in
    community leadership.**

    Course instruction describes successful ways to fulfill leader roles.
    These roles include: Advisor, Coach, and Mentor.

3.02.5   Group Conflict Management
    Length: 1 hour and 30 minutes, Prerequisite: AFTB Level II
    course 2.02.3 Management Skills – Conflict Management

    Classroom instruction explores managing conflict within a group by
    focusing on the objective, the audience, four styles of conflict,
    available resources, necessary preparations, and-after action
    procedures.

3.02.6   Problem Solving Techniques for Leaders
    Length: 2 hours 30 minutes, Prerequisite: AFTB Level I
    course 1.07 Basic Problem Solving and Level II course 2.03.3
    Intermediate Problem Solving.

    The course focused on personal application of lessons learned using
    the experiential learning modules. It also explores problem solving
    options (such as, problem versus solution, vertical versus lateral
    thinking, brainstorming, group think, and so forth).

3.03.1   How to Develop Presentations
    Length: 1 hour 30 minutes, Prerequisite: None

    In this class students learn how to develop presentations.

3.03.2   How to Plan and Conduct a Workshop
    Length: 1 hour 30 minutes, Prerequisite: AFTB Level II

courses 2.04.1 Networking with Community Agencies and 2.04.2 Building a Resource and Personal Library.

Class members receive instruction on how to plan and conduct a successful workshop. Lesson content focuses on the objective, the audience, the five elements of methodology, available resources, necessary preparation, and after-action procedures.

3.04.1   Understanding the Organization of the Total Army
Length: 1 hour, Prerequisite: AFTB Level I course 1.02 The Chain of Command and the Chain of Concern and Level II course 2.04.4 Military Grade and Command Structure.

This course presents an overview of the organization of the Army. Classroom instruction focuses on the Army's relationship to the Total Forces structure.

3.04.2   Political Issues and the Army
Length: 45 minutes, Prerequisite: AFTB Level III course 3.04.1 Total Army.

Classroom members receive instruction intended to heighten their awareness of the sensitivity of political issues and of their impact on the local community, as well as the military community. The course also addresses the role of the military in the process.

3.04.3   Effective Public/Media Relations
Length: 40 minutes, Prerequisites: None.

Course instruction explores successful techniques to use when dealing with the media or local agencies, particularly during a **deployment or tour of duty in a foreign country.**

APPENDIX G

Master Trainer Course Syllabus

Master Trainer Course
Syllabus

America's Army Briefing
Length: 45 minutes

The America's Army Briefing begins the Master Trainer week and familiarizes students with the roles, mission, responsibilities, and quality of life challenges of each component of America's Army –Active, guard Reserve and DA Civilian. This knowledge will enhance their understanding and ensure that students are ware of the Army Family Team Building implementation and sustainment challenges faced by each component, giving them a frame of references as thy work through exercises during the week.

Course 4.01—Overview
Length: 1hour

This course provides the student with a comprehensive overview of the conception and purpose of the Army Family Team Building (AFTB) program—a training program designed to educate solders, civilians, and family members about a wide variety of subjects designed to help them prepare for the many challenges of military living. The course outlines the standardized, sequential, family member-training program and discusses local structure, the role the Commanders and Volunteers ply in the program and Department of Army program accomplishments and initiatives. This overview is used as the official standardized AFTB Spokes person's briefing packet. It is updated annually and can be tailored to meet specific briefing objectives.

Course 4.02—Master Trainer Orientation
Length: 30 minutes

This session serves as an orientation to the Master Trainer course. It provides an overview of the lessons; their relationship with each other, and their use in the Master Trainer course and in local AFTB programs training. The session also addresses student and trainer expectations and introduces students to the materials used in the modules in levels II, III, and I.

Master Trainer Course
Syllabus (cont.)

Course 4.03—The Adult Learner

Length: 1 hour 30 minutes

This course provides an overview of how adults learn, why they learn, individual learning differences among adult learners, and the best methods to facilitate learning. It describes the three types of learners the experiential learning cycle, and process versus content theory. In addition, this session addresses ways in which the instructor can energize the learning process.

Course 404.4 Communication Skills

Length: 1 hour 45 minutes

This course addresses the communication process and the factors that contribute to effective communication. It presents communication as a two-way process and includes a practical exercise that demonstrates the problems of one-way, verbal-only communication. In addition, the lesson addresses the importance of active listening and feedback.

Course 4.05—Group Dynamics

Length: 1 hour 15 minutes

This course provides an overview of the various cycles that gorup0s experience during their developmental and working stages. This course covers the importance of group size and composition and the differences among task, maintenance, and personal roles.

Master Trainer Course
Syllabus (cont.)

Course 4.06—Oral Presentation Assignment and Workshops

Length: 2 hours 15 minutes

The course provides guidance on the oral presentation required for Master Trainer certification. Both presentation and feedback processes are explained. Before the workshop, students will select their individual presentation topics from an approved list of topics from Levels II, III modules, and I. Students will then begin to prepare their presentation using the suggestions provided in the following course —The Planning Process.

Course 4.07—The Planning Process (Part 1 and Part 2)

Length: 3 hours

This Course, which consists of two parts, describes comprehensive process for the planning, preparation, and personalization of the AFTB Levels. Part 1 provides and overview of the six recommended elements of a presentation: goals and objectives; content; priorities, emphasis, and sequence; strategies and procedures; openings and closing; and time projections. In addition, this first part also addresses the benefits of writing and working form an organizational outline. Part 2 of this course describes how to personalized scripted lessons and covers the structure and interrelationship of the AFTB modules and levels.

Course 4.08—Instructor Roles and skills (Parts 1 and 2)

Length: 3 hours 15 minutes

The course consists of two parts. Part 1 compares and contrasts the traits of effective instructors as trainers and facilitators. It describes audience analysis, presentation skills, and effective group facilitation. Part 2 describes the roles of the instructor as a public speaker. It addresses ways in which students can improve their self-confidence as speakers and combat nervousness prior to and while instruction or addressing an audience.

Mastering Trainer Course
Syllabus (cont.)

Course 4.09—Methods of Instruction
Length: 2 hour 30 minutes

This course provides as overview of various instructional methods, including lecture, lecture-with-questions, directed discussion, demonstration, case study, role-play, skit, and practical exercise. It also addresses when to ask questions, how to ask them, and how to manage them. Energy levels and strategies for using activities such as icebreakers are also addressed. The pros and cons of team teaching are also discussed.

Course 4.10—Instructional Aids
Length: 1 hour 15 minutes

This course addresses how and when to use the following instructional aids: handouts, viewgraphs, slides, flip charts, chalkboards and whiteboards, videos, and impromptu aids. It also provides and practical checklist for using instructional aids.

Course 4.11—Program Administration
Length: 1 hour 30 minutes

This course provides an overview of the military community and organizational setting in order to maximize AFTB program implementation and maintenance. It addresses the administrative, logistical, and coordination requirements for local AFTB programs.

Course 4.12—Volunteer Management
Length: 3 hours

This course addresses the planning, organizing, staffing, directing and assessing functions of an effective AFTB program, addressing their impact on recruitment and retention of volunteers. It identifies McClelland's theory of motivation and applies this theory to recruiting, interviewing, and recognizing volunteers.

Mastering Trainer Course
Syllabus (cont.)

Course 4.13—Marketing and Promotion

Length: 2 hours 30 minutes

This course defines marketing, demonstrates marketing techniques, and provides marketing strategies that will allow students to reach a variety of target audiences. It presents guideline for soliciting program support from the Chain of Concern and Chain of Command, and provides an overview of AFTB incentive and marketing tools.

Course 4.14—America's Army Networking Forum

Length: 1 hour 15 minutes

This course consists of a forum which students are divided into component groupings. Instructors facilitate discussions in which students share successes and discuss solutions to issues they see as challenges to their respective components. In this session, students are encouraged to use what they learn about success of other programs and adapt these ideas to their local programs.

Course 4.15—Facilities and Classroom Management

Length: 1 hour 30 minutes

**This course provides an overview of the many aspects of facilities and classroom management. Sample checklists are provided as handouts to assists the instructor
In preparing a presentation. The course also addresses the importance of the physical layout of a classroom and how to overcome distractions during training sessions. In addition, the course serves as a review of the Master Trainer course. Through small group interaction, students use all of the skills and information learned during the week to devise a "game plan" for a real-life situation of their choice.**

APPENDIX H

Management Control Evaluation Process

H-1. Function.

Army Family Team Building.

H-2. Key Management Controls.

  a. Designation of paid program manager.

  b. Has a designated Volunteer Program Manager working as a member of the Management Team, along with the paid Program Manager.

  c. Has adequate resources to manage the program.

  d. Program manager prepares and tracks annual budget, spending plan, shortfalls and unfunded requirements.

  e. DA-certified Master Trainers actively participate in the program.

  f. The program has a volunteer support staff and volunteer updated record keeping system.

  g. Has established a non-governing body (Advisor Council/Steering Committee) to provide oversight of local program.

  h. Has a functioning Volunteer Management Program.

  i. Quarterly Management Report is prepared and submitted IAW HQDA established timelines.

  j. Readiness training (Levels I, II and III) is provided to family members.

  k. Program has adequate office, classroom and training space.

l. Program has adequate storage and warehouse space for training materials and an established, written accounting procedure for materials.

m. Regularly scheduled Instructor Training is conducted to meet community needs.

n. Has a resource library IAW the AFTB Handbook.

o. Has implemented a Marketing and Command Information Plan.

H.3. Management Control Evaluation Process.

The management control evaluation process is described in AR 608-XXXX, paragraph 2-15.
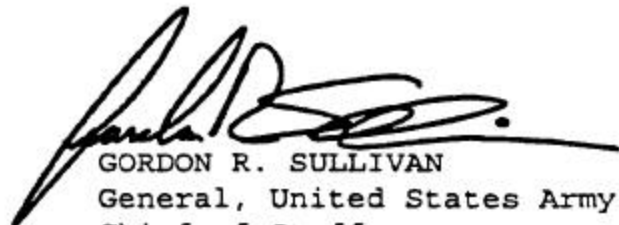
DEPARTMENT OF THE ARMY
WASHINGTON, D.C. 20310

i t DEC 1994

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Family Team Building Program

1. In February 1993, the Army Family Team Building (AFTB) Action Plan addressed the importance of families as all our soldiers, civilians, and family members face the challenges and opportunities of the 21st Century. The Action Plan set into motion training initiatives to prepare Army families for their roles in the force projection Army of today and tomorrow. Initiatives fully integrated the National Guard and Army Reserve into training plans.

2. It is official -- AFTB training is institutionalized for soldiers and Department of the Army civilians as an official Army training program. Over 500 family member volunteers and staff completed the AFTB Master Trainer course conducted by the U.S. Army Community and Family Support Center in Washington, D.C. Outside Continental United States training for family members in Germany, Korea, Japan, and Panama will be completed in 1st QTR 1995, resulting in a total of over 650 graduates.

3. As the family member portion of the AFTB program develops and begins implementation, we have received several questions from Commanders and family members in the field. To address these concerns, a list of questions and answers regarding the AFTB program is enclosed pending finalization of formal policy.

4. The AFTB program has already shown tremendous potential. Training is the glue that holds the Army together. We expect that leaders at all levels will support this program. The best way to care for our families is to give them the resources that allow them to enhance their own independence and self-confidence. We must do this while ensuring that they know we will still be there when they need us.

RICHARD A. KIDD
Sergeant Major of the Army

GORDON R. SULLIVAN
General, United States Army
Chief of Staff

Encl

Glossary

Section I
Abbreviations

ACS
Army Community Service

ACSIM
Assistant Chief of Staff for Installation Management

AFAP
Army Family Action Plan

AFTB
Army Family Team Building

APF
Appropriated Fund

AR
Army Regulation

ARCOM
Army Reserve Command

ARNG
Army National Guard

ATTN
Attention

AUSA
Association of the United States Army

BOSS
Better Opportunity for Single Soldiers

CAR
Chief, Army Reserve

CFSC
Community and Family Support Center

CG
Commanding General

CONUS
Continental United States
CPO
Civilian Personnel Office

CSA
Chief of Staff of the Army

CSM
Command Sergeant Major

DA
Department of Army

DAC
Department of Army Civilian

DCSPER
Deputy Chief of Staff for Personnel

DOD
Department of Defense

DODI
Department of Defense Instruction

FPC
Family Program Coordinator

FRC
Family Readiness Coordinator

FRG
Family Readiness Group

HQDA
Headquarters, Department of Army

IVC
Installation Volunteer Coordinator

ITO
Invitational Travel Order

LDDN
Leadership Development Decision Network

LDM
Leadership Development Mode

MACOM
Major Army Command

METL
Mission Essential Task List

MWR
Morale, Welfare, and Recreation

NAF
Nonappropriated fund

NCO
Noncommissioned Officer

NG
National Guard

NGB
National Guard Bureau

NGR
National Guard Regulation

OACSIM
Office of the Chief of Staff, Installation Management

OCAR
Office of the Chief, Army Reserve

OCONUS
Outside the Continental United States

ODCSOPS
Office of the Deputy Chief of Staff for Operations

ODCSPER
Office of the Deputy Chief of Staff for Personnel

OPREADY
Operation Ready

POC
Point of Contact

RSC
Reserve Support Command

SMA
Sergeant Major of the Army

SOP
Standing Operating Procedure

SSRC
Senior Spouse Review Committee

SSLS
Senior Spouse Leader Seminar

STARC
State Area Regional Command

TDY
Temporary Duty

TJAG
The Judge Advocate General

TRADOC
Training and Doctrine Command

TSP
Training Support Package

USACFSC
United States Army Community and Family Support Center

USAR
United States Army Reserve

USARC
United States Army Reserve Command

USAREC
United States Army Recruiting Command

USAREUR
United States Army, Europe

USARPAC
United States Army Pacific Command

USARSO
United Stated Army, South

USARSOC
Untied States Army Special Operations Command

USC
United States Code

USCGSC
United States Command and General Staff College

VCSA
Vice Chief of Staff of the Army

Section II

Terms

Accepting Official

 A military member or government employee, (APF or NAF) who accepts the services of volunteers in a family support program.

DA-sponsored Training

Any training funded by the government with APF

Family member

a. The spouse of a sponsor

b. Unremarried widow or widower of a member or former member of a uniformed service.

c. Unmarried child of a sponsor, including an adopted child, stepchild, foster child, or ward, who either –

(1) Has not passed his or her twenty-first birthday;

(2) Is incapable of self-support because of a mental or physical incapacity that existed before that birthday and is (or was at the time of member's or former member's death) in fact dependent on the sponsor for one-half of his/her support: or

(3) has not passed his or her twenty-third birthday, is enrolled in a full-time course of study in an institution of higher learning approved by a Secretary of an executive department specified in 10 USC 1073, and is (or was at the time of the member's or former member's death) in fact dependent on the sponsor for over one-half of his/her support.

d. A parent or parent-in-law of a sponsor who is (or was at the time of the member's or former's death) in fact dependent on the sponsor for one-half of his or her support and residing in the sponsor's household.

Family Readiness Group

An organization of family members (both immediate and extended such as fathers, mothers aunts, uncles and so forth), volunteers and soldiers belonging to

a unit, that together provide an avenue of mutual support and assistance, and a network of communication among family members, the chain of command and community resources.

Sponsor

A person on active duty or who is retired from military duty, a member of the Army National Guard or U.S. Army Reserve when on active military duty, or a person employed by the Army as an appropriated fund employee.